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acquaint and instruct the P.I.'s with recognition and interpretation peculiar to combined service requirements for the operation.

3. Problem Areas and Solutions:

A. Lack of organization, both administratively and physical layout of the spaces assigned by the parent organization at the beginning of the operation.

The unit exhibited an excellent "can-do" spirit but individuals were vague and uncertain as to specific duties and responsibilities. If an organizational chart and SOP existed the personnel had not been indoctrinated.

Solutions:

This was corrected after completion of the first mission. An organizational chart was drawn up with specific responsibilities detailed to individuals. A security watch officer list was posted which also included responsibility for a burn detail. Physical layout of the spaces was planned and executed to effect less confusion during operations. P.I. keys, textual reference material, target folders, etc., were centralized under an issue system for more efficient use. A receipt system for film and prints during operations was established. For benefit of the liaison officers they were put on the route sheet for all message traffic pertaining to the operation. Further, all navy and army requirements would be submitted to the [redacted] and become a matter of record.

B. Lack of proper processing equipment and adequate number of personnel.

Solution:

Responsibility of USAF.

C. Inadequate P.I. equipment.

Solution:

Responsibility of USAF.

D. Termination of all navy message traffic [redacted]

Solutions:

There seems to be none for this problem, except that it could involve an additional navy person to make daily runs.

4. Recommendations for future Navy Liaison Officers.

A. Be cleared for TANGO, SIERRA, and Category III and be certified directly to the [redacted] before arrival.

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